



Outreach: Building Cross-Cultural Competence (3C) in the Total Force

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Overview



- 5Ws
 - Why?
 - Who?
 - What?
 - When?
 - Where?





Why Build 3C in the Total Force?



- Navigating cultural differences present strategic, operational & tactical challenges
- Total Force must be globally aware
- Total Force must be adept at interacting with people of different backgrounds
- Total Force must be able to influence and negotiate with people who think and behave differently
- Leaders & operators must adapt across cultural lines & differences
 - 3C can have a positive impact on overall mission



Who Is Building 3C for the Total Force?



- Many organizations; generally Service (silo) specific

for the purposes of this presentation...

- Defense Equal Opportunity Management Institute (DEOMI)
- Defense Language & National Security Education Office (DLNSEO)





What Are They Doing to Create Outreach?



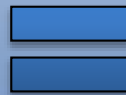
Conducting 3C Research



Developing a 3C Model



Launching the 3C Knowledge Portal



Providing Outreach



What is the 3C Knowledge Portal?



- 3C Knowledge Portal
 - Provides tools & resources
 - Promotes discovery & learning
 - Produces more effective leaders and operators
- Knowledge Portal cultivates 3C through
 - E-learning
 - Video vignettes
 - Avatar & virtual training
 - Science & literature
 - Assessments
 - Knowledge sharing
 - Research development & publications



When Did This Happen?



- 3C Knowledge Portal design & development began 2010
 - Portal launched Sep 2011
- DoD began 3C research efforts in 2008
 - What is 3C?
 - Who needs 3C?
 - How do you train the Total Force on 3C?
- 3C Developmental Model created in 2012

Let's look at the historical evolution of the DoD 3C Model



Historical Evolution of the DoD 3C Model



- DoD issued a requirement to build cross-cultural learning objectives for all DoD military and civilian personnel
 - RACCA Work Group II convened in 2008
- Cognitive Performance Group refined RACCA's findings
- NAWCTSD conducted literature review and preliminary validation efforts using findings from previous military studies

A Conceptual Approach to 3C

CORE COMPETENCIES

Thinking Factors

Applying Cultural Knowledge

Organizational Awareness

Cultural Perspective-Taking

Connecting Factors

Communication

Interpersonal Skills

Cultural Adaptability

CORE ENABLERS

Resilience Factors

SELF:

Self Confidence
Self Identity
Optimism

EMOTION:

Stress Resilience
Emotion Regulation

COGNITION:

Tolerance for Ambiguity
Low Need for Closure
Suspending Judgment
Inclusiveness

Engagement Factors

LEARNING:

Learning through Observation
Inquisitiveness

INTERACTION:

Social Flexibility
Willingness to Engage
Empathy



Seminal Research: DoD Model Validation



- Independent 3C research efforts simultaneously employed in 2011:
 - ARA study (Rasmussen et al., 2011)
 - Developed a 3C model based on interview data with expert operators
 - DLNSEO-DEOMI study (Reid et al., 2011)
 - Conducted a secondary research investigation as a means to synthesize previous findings through content analysis and data reduction

CORE COMPETENCIES & SUPPORTING ENABLERS	SECONDARY CROSS-CULTURAL COMPETENCIES		
	BASELINE (101)	INTERMEDIATE (201)	ADVANCED (301)
CULTURAL REASONING Inclusiveness; Tolerance for cultural uncertainty; Self-efficacy			* Applies cultural explanations of behaviors; sense-making * Demonstrates cognitive complexity * Suspends judgment
INTERCULTURAL INTERACTION Patience; Inquisitiveness; Willingness to engage; Openness to Experience; Self-efficacy		* Develops self-monitoring skills * Develops cognitive complexity * Develops nonverbal & verbal communication skills * Develops survival language skills * Understands the elements required for communication planning * Develops trust building tactics * Develops negotiation skills	* Applies self-monitoring skills * Demonstrates cognitive complexity * Demonstrates nonverbal & verbal communication skills * Develops language proficiency * Engages in communication planning * Demonstrates trust building tactics * Demonstrates negotiation skills
CULTURAL PERSPECTIVE-TAKING Tolerance for cultural uncertainty; Self-efficacy	* Recognizes existence of other worldviews * Develops cultural scripts based on cross-cultural mental models * Suspends judgment	* Refines cultural scripts based on cross-cultural mental models * Develops cultural explanations of behaviors * Suspends judgment * Engages in cognitive flexibility	* Applies cultural scripts based on cross-cultural mental models * Applies cultural explanations of behaviors; sense-making * Suspends judgment * Engages in cognitive flexibility
CULTURAL LEARNING Inquisitiveness; Openness to Experience; Self-efficacy	* Acquires cultural knowledge * Learns through observation * Learns the rules about survival language and expressing nonverbal behaviors; sociolinguistics	* Refines cultural knowledge * Learns through observation * Develops cognitive complexity * Develops the understanding of one's own and other cultures	* Applies cultural knowledge * Learns through observation * Demonstrates cognitive complexity * Advances the understanding of one's own and other cultures
SELF-REGULATION Resilience; Emotional stability; Self-efficacy	* Recognizes the importance of self-monitoring * Engages in reflection & feedback processes * Perceives and understands emotions	* Develops self-monitoring skills * Engages in reflection & feedback * Develops emotion regulation strategies * Understands attitudes towards cultures	* Applies self-monitoring skills * Engages in reflection & feedback * Applies emotion regulation strategies * Manages attitudes towards cultures
SELF-AWARENESS Leveraging personality attributes; Self-efficacy	* Understands self in a cultural context * Understands the factors that shape one's worldview * Understands self in a cross-cultural context	* Refines concept of self in a cultural context * Refines understanding of the factors that shape one's worldview * Refines concept of self in a cross-cultural context	* Advances the understanding of one's own culture



DoD 3C Developmental Model



- The current 3C framework addresses the limitations of existing models by incorporating the key components of various established 3C models to form a cohesive 3C developmental model
- A draft policy mandating foundational 3C instruction (aka “3C Baseline”) for all military personnel and select DoD civilian personnel is currently being coordinated for approval within the *DoD Instruction 5160.70*





Where Can You Find The 3C Knowledge Portal?



www.defenseculture.org



Open to the public; access from anywhere



Questions?



www.defenseculture.org

DEPARTMENT OF DEFENSE

3C Cross Cultural Competence

BUILDING COMPETENCIES FOR OUR 21ST CENTURY TOTAL FORCE

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Introduction **Why 3C?** About 3C Competencies / Enablers

Navigating cultural differences can present operational, strategic, and tactical challenges to our forces. Furthermore, these differences can offer new possibilities, if creatively applied.

Effective leaders and operators must be able to adapt across these cultural lines and differences daily. Those with the necessary 3C knowledge and skills will rise through the ranks and achieve operational success, in most cases. They can also promote better cohesion, satisfaction, motivation, and a sense of fairness and commitment within their own teams and units.

The [Aug 2011 memo](#) from the SecDef emphasizes the importance of language, regional, and cultural capabilities.

“As a minimum, both military and civilian personnel should have cross-cultural training to successfully work in DoD’s richly diverse organization and to better understand the global environment in which we operate.”

Leon E. Panetta, Secretary of Defense
August 10, 2011 SECDEF memo

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